

OLC RECORD COPY

14 March 78

DDO

OLC 78-0880

MEMORANDUM FOR: Deputy Director for Operations

FROM : [REDACTED]  
Acting Legislative Counsel

SUBJECT : Your Upcoming Meeting with Senator Malcolm Wallop [REDACTED]

1. [REDACTED] In connection with your upcoming meeting with Senator Wallop, I want to give you some details on his concern about the DDO personnel reductions. Senator Wallop has been the most vocal of any Senate Select Committee on Intelligence Member regarding the personnel reductions. Attached is a copy of the section of the transcript of the 6 December briefing of the SSCI reflecting the DCI's dialogue with Senator Wallop on the reductions, and a copy of the DCI's 17 January letter to Senator Wallop indicating that no secretarial/clerical employees will be released.

2. [REDACTED] Wallop appears to have two major concerns. First, he wants to ensure that the reduction is not a purge, i.e., those released are done so strictly on the basis of merit ranking and not on the basis of any unpopular political views or disagreement with management. Second, Wallop does not appear convinced by the argument that these moves will increase the efficiency of the DDO. Senator Wallop would respond to your view that the DDO needs young men with headroom with the argument that this should not be at the expense of experience. Wallop and staff aide, Angelo Codevilla, traveled to CIA stations [REDACTED] in January (cables attached), and met some personnel who are to be released. Some of these officers were so impressive that Codevilla labeled them irreplaceable. One he has mentioned by name is [REDACTED] currently stationed in [REDACTED] apparently has a real command of [REDACTED] language, whereas Wallop and Codevilla generally found language capabilities, which they feel are quite important, to be weak in our stations abroad. (Both Wallop and Codevilla speak a number of languages).

Attachments

Distribution:

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(1) - OLC Subject

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(Cables: [REDACTED])

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1 aspect that we have heard about is really being cleansed in this  
2 process, so it might be well for the sake of the record to  
3 indicate insofar as you can that there is going to be a balance,  
4 and whatever you think would be useful, and reassurance so the  
5 people are not surprised down the trail.

6 Admiral Turner. All right, fine. There certainly is a need  
7 for a balance.

8 Senator Lugar. That's all my questions, Mr. Chairman.

9 The Chairman. Senator Wallop?

10 Senator Wallop. Thank you, Mr. Chairman.

11 Admiral Turner, I would like to say again I appreciate the  
12 conversation we had the other day at lunch on some of these,  
13 but I would like a couple of things that just caught my atten-  
14 tion while other people have been talking and while you have,  
15 and I can only say that I subscribe to what I told you the  
16 other day, to Senator Moynihan's belief that this is an important  
17 part of the old business of the United States' security. But  
18 I was a little bit startled by one statement you made -- and  
19 perhaps you might like to clarify it, that no other directorate  
20 felt it was overstrength.

21 I just wrote that down as it came out. Are we to  
22 understand by that that they are all skilled and all superior  
23 to the people that are leaving the clandestine program in all  
24 the other directorates?

25 Admiral Turner. No, but they are entirely different  
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1 skills in the other directorates, and these 820 positions are  
2 coming out of this directorate because it is the one that had  
3 overmanagement, and the people are not transferrable back and  
4 forth in most cases.

5 Senator Wallop. Even clerical?

6 Admiral Turner. Clerical are, yes.

7 Senator Wallop. Was there any consideration given to lateral  
8 transfer at any level?

9 Admiral Turner. Yes, and there is considerable lateral  
10 transfer then.

11 Senator Wallop. Then are some of the cuts coming out  
12 of the other directorates?

13 Admiral Turner. No. The positions are all coming out of  
14 this directorate, and the primary candidates for the people are  
15 coming out of this directorate, but if a secretary is cut here  
16 and her skills are transferrable over to another directorate,  
17 yes, they can go over there.

18 Senator Wallop. It doesn't lend much credence to the  
19 line Senator Lugar was proceeding on. Or at least maybe there  
20 is something wrong with the way I think. But it just strikes  
21 me that that is another startling statement, that no other  
22 directorate felt it was over strength, and so therefore we  
23 are just pruning this one directorate.

24 It must give -- surely part of the morale problem is  
25 somebody sitting there that knows somebody who is working at

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1 some other level that he knows damned well is not as good as  
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2 he is or she is. And yet only one segment of the organization  
3 at CIA is being cut.

4 Admiral Turner. Well, you have got a good point; with the  
5 exception of clerical, I don't think this is really applicable.  
6 The other skills are not the same skills that are in here.

7 Senator Wallop. I understand, but universal? I mean,  
8 would there be no instance in which you would find somebody  
9 in another directorate that -- you see what I am getting at?  
10 This is all part of the morale problem. Somebody has been working  
11 for years and reporting to some turkey up there, and he knows  
12 what happens to what he does, and yet he sees himself being  
13 chopped, and no other directorate feels it is overstrength, so  
14 therefore it is not making any judgments on its personnel  
15 that are similar.

16 Admiral Turner. I can only add otherwise that the problem  
17 of making cross-directorate comparisons of skills that do  
18 overlap to some extent, other than clerical, would be extremely  
19 difficult and I think would really hurt morale throughout the  
20 Agency because although it is not desired or intended, the  
21 grading system of each directorate tends to be different,  
22 tend to have different characteristics and standards, and it  
23 would be very difficult to compare a communicator in one  
24 directorate with a communicator in another.

25 Senator Wallop. I can understand that difficulty, but

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1 nevertheless, it would appear to me, if I were in the  
2 clandestine corps, that I would have all the more reason for  
3 an abysmally low level of morale, seeing that judgments  
4 of quality were not being made throughout the Agency.

5 Admiral Turner. I can see that point. I think it would  
6 have been very difficult to have done it another way.

7 Senator Wallop. Is there any contemplation that some of  
8 the other directorates will have as meticulous a review of  
9 records and performance as has DDO?

10 Admiral Turner. I certainly intend, in the course of  
11 events, to scrutinize the other directorates to see if any  
12 other sectors there are overstaffed. I have increased the  
13 staffs of all of them in particular sectors.

14 Senator Wallop. That is not my question. Overstaffed  
15 is one thing. Competently staffed is quite another, and this  
16 is where I think the morale picture comes in. I think almost  
17 anybody can understand if he thought everything was overstaffed,  
18 but if he felt still that he were a person with skills signifi-  
19 cantly higher than the person he has been reporting to -- and  
20 I am just talking about how I would feel if I looked across  
21 and felt that there was only a judgment of quality being made  
22 in one operation or in one directorate.

23 Admiral Turner. Well, being absolutely candid, the only  
24 step I am taking in your direction is we are really going to  
25 start enforcing a longstanding rule in the Agency which has not  
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1 at the  
2 promotion up, we also look at the bottom 3 percent for promotion  
3 out. We are going to keep siphoning off the really sub-  
4 marginal performers. I feel very strongly about that also  
5 because it is frequently in that area that we get the trouble-  
6 makers. That man who threw the documents over the Russian  
7 fence in Washington last year, Mr. Moore, later convicted, if  
8 you look back on his record, he was always down there in that  
9 bottom 5 percent and should have been identified and removed.

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10 Senator Wallop. Well, I agree with Senator Garn. I am  
11 all for having it lean and as highly skilled as you can, but  
12 I was just saying that maybe that kind of thing ---

13 Admiral Turner. We will give that some thought, sir.

14 Senator Wallop. In line with what you said, is there  
15 a renewed security or is there any other kind of activity  
16 that is being undertaken? There must be a substantially  
17 increased risk at this moment of people who are bitter, people  
18 who might say, well, if that is all I get for 19 years or  
19 20 years, maybe I ought to just go down here and see if there  
20 is something I can do to secure my --

21 Admiral Turner. There was an even larger cut in 1973  
22 in a shorter period of time and we have had no evidence of  
23 that having happened, and I have a very strong faith in these  
24 people that they are loyal and dedicated Americans, and they  
25 are not just going to turn around like that, even if they are

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1 unhappy.

2 Senator Wallop. Did Snepp leave or was he let off?

3 Admiral Turner. He left. All our problems have been with  
4 people like Snepp and the agent Stockwell, who left on their  
5 own.

6 Senator Wallop. Well, I just have two more. One, we  
7 talked about when, as replacements come in, are we looking  
8 in terms of skills or the philosophical equivalent of the  
9 present administration, or the present administration of the  
10 Agency?

11 Admiral Turner. You mean the [ ] replacements we bring  
12 in every year?

13 Well, you know, frankly, I think they are basically so  
14 young, 22 to 26 or 28, that we are not really identifying them  
15 with any alignment with a political outlook of me or others.

16 Senator Wallop. Well, having seen this take place, though,  
17 what Indian is not going to reflect his chief, having seen  
18 this so-called purge? You know, you recall we discussed this  
19 at lunch. It still concerns me. What can you do to ensure  
20 independence and, you know, boat rockers and challengers?

21 Admiral Turner. I think the only thing you can do is in  
22 the management style that you exercise, and I hope I am  
23 setting an example of allowing people, encouraging people to  
24 express differing views to me. I cannot guarantee you I am  
25 because I am not an unbiased [ ] to do that,  
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1 And I intend to see that that is reflected down through the  
2 system. I am not sure there is a way to legislate it.

3 Senator Wallop. I don't think there is, but I surely  
4 hope that you continue to reassure us that people who do  
5 challenge, as I said before, you know, my God, the emperor  
6 is naked, are not thrown out.

7 Admiral Turner. Bill would like to add a comment.

8  Senator, I am going through all of the back-  
9 grounds of the people that are being hired, and reviewing them  
10 myself, and I think there are some serious problems. I don't  
11 think they are the kind of problems you are thinking about.  
12 I don't think there is a problem of trying to feed anybody  
13 a line, nor are we asking for any specific thing, or anything  
14 of that nature. But where the shortfall, I feel, is coming, is  
15 what we are getting, we are getting plenty of applications, but  
16 they are not from the so-called better colleges in the United  
17 States.

18 If we have a shortfall at this juncture, there may be  
19 some problems downstream, from what I have seen. The young  
20 people who are applying and that we are considering to put  
21 into these courses, and they have a hard time conducting a  
22 discussion with the elites of 20 years from now because they  
23 are scattered throughout the country. There is no question  
24 about a very democratic basis, and as much as possible I am  
25 trying to rule out any father and son sort of thing to be sure

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1 that we don't get ourselves in a nepotistic kind of arrangement.

2 But we do have a problem in that I don't think children  
3 coming from major universities are interested, at least they  
4 are not interested in the clandestine services at this time, and  
5 if there is anything you gentlemen can do to help in that  
6 score, I would appreciate it.

7 Senator Wallop. I just have one last thing.

8 Would you clarify something that sent a wholesale wrack  
9 through my heart, that you said in light of detente, we may  
10 be de-emphasizing HUMINT?

11 Admiral Turner. I didn't mean to say that, sir.

12 Senator Wallop. I am glad.

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19 Senator Wallop. It is the way you penetrate, not whether  
20 you penetrate.

21 Admiral Turner. That's right, sir.

22 Senator Wallop. Okay, thank you.

23 Senator Garn. Mr. Chairman, could I just mention one thing?

24 Your statement about major universities or colleges

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concerns me. Where do you define major universities? Is that